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ABSTRACT

This paper examines the role of women in educational administration today and debunks several popular myths that attempt to justify the underrepresentation of women in administrative positions. Statistics from a number of studies are cited as evidence that the lack of female administrators is not due to a shortage of qualified and committed candidates. The author concludes that current educational administrators should support, stimulate, and encourage qualified women to pursue administrative careers, and she offers a list of suggested guidelines for the adoption of nondiscriminatory policies at the local, state, and national levels of elementary and secondary education, and in higher education. A bibliography of approximately 70 relevant publications is included, and the appendix contains a number of statistical tables that document the lack of women holding administrative positions in elementary and secondary education. (JG)

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WOMEN IN SCHOOL ADMINISTRATION AND SUPERVISION: A NEW LEADERSHIP DIMENSION

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"The cultivation of the female intellect can not detract from the power, influence, and pleasure of man. It will bring no "rival in his kingdom."

Maysville Eagle, 1830

From now until 1983, we Americans will commerate one of the greatest events of world history - the American Revolution. Much has changed in this country since our founding on July 4, 1776. We have grown from a nation of 3,000,000 people, to a population over 210,000,000 strong. We now number fifty states, stretching for thousands of miles across the most bountiful land on the globe. Our cities are cultural centers of the world; our technology has placed us on the moon; our educational system is rival to none.

And yet, we are not as far removed from the America of the 1770's as we might think. Each generation of Americans has contributed to the preserving, adopting or changing of its culture. The process is dynamic. Some people will behave according to old cultural precepts while vigorously declaring their adherence to new ones. Others will proclaim their allegiance to old ideas while behaving in new ways. In the last third of the twentieth century, many women still claim that their major role is that of wife and mother, yet spend many hours each day outside the home. Others will insist that they are modern "liberated" women, but never explore the full meaning of that claim.[1] We are at the dawn of a new era

in America. Just as the "Founding Fathers" laid sound corner stones for the new nation, we in 1976 must lay equally sound corner stones for the next one hundred years. And if we are to seriously discuss the topic, "Women in School Administration and Supervision: A New Leadership Dimension," it is necessary at this juncture in time to clarify the precepts, or myths if you will, still held about women - specifically women in the field of educational leadership.

Popular Myth: Women rarely possess the education and certification required for administrative positions.

Contrary Evidence: In 1973, 56% of all master's degrees were awarded to women.[2]

In the same year 21% of the doctorates in education were granted to women; some 13% of those advanced degrees were in the area of educational administration and supervision.[3] Women out number men at every age group and have more teaching experience as well.[4] And although it is difficult to determine how many women hold accepted state administration certificates, (states do not collect this data by sex)graduate school matriculation figures for advanced study in educational administration indicate there is a greater pool of women with proper credentials than men.[5]

Popular Myth: Women rarely aspire and/or apply for administrative positions.

Contrary Evidence: Susan S. Taylor in her doctoral dissertation showed that one half of the school systems studied did not encourage women to train or apply for administrative positions.[6] Statistics demonstrate that a significant number of beginning female teachers, as opposed to experienced female teachers, aspire to become principals. The aspirations diminish as teaching experience increases.[7]

Popular Myth: Women are unwilling to make the necessary committment to an administrative position; the position of housewife and mother still play the major role in the lives of women educators.

Contrary Evidence: A government survey conducted in 1972 found that more than two-thirds of women on maternity leaves in 1967 were back on the job by May 1968, suggesting that women are finding alternative means of rearing children, rather than abandoning salaried jobs and careers.[8]

Popular Myth: Women don't have to work - their efforts are merely second incomes.

Contrary Evidence: A survey of thirty-seven million working women showed that:

1. 23% were single
2. 17% were widowed, divorced, or separated
3. 22% had husbands who earned less than $7,000 a year

When you add these figures a total of 62% or 22,940,000 women

had to work to support themselves or to maintain a decent standard of living.[9]

It would seem apparent from the evidence presented, that many of the popular myths or ideas concerning women in educational administration simply do not exist. If this is the case, and there are really qualified committed women looking to fill administrative positions, then one might expect national statistics to bear this out. However, when one takes a look at the role women play in educational administration, a large gap appears. While women constitute 84.7% of elementary school faculties; only 19.4% of elementary school principals are women. In the secondary schools women comprise 45.9% of the faculties, and a mere 3% of secondary school principals are women.[10] Of the 65,306 central office administrators and supervisors in the United States, 74% are male; the 26% that are female are heavily concentrated in positions in elementary education or pupil personnel services. Males hold 99% of all superintendencies and 97% of all assistant superintendencies.[11]

Those women who are school administrators earn significantly less than their male conterparts. Male school administrators, elementary and secondary, reported median annual earnings of $13,191.00 in 1973, female school administrators reported median annual incomes of $7,949.00 for the same period.[12]

The facts presented are history. Present events, ideas, and

trends have set into motion a new dichotomy in the present American labor force. More women are in fact in the labor force. More women are seeking leadership positions; this same trend is also evidenced in education. Yet, nevertheless, at the present time, our ideas, concepts and customs have not caught up with actuality. In many ways women are functioning in a time warp. To be more specific, while women are seeking a higher job status, they are in reality dealing with a society that tends to look at women in terms of pre WW II norms.

During this transition period, we as administrators can support, stimulate, and encourage women as they attempt to bridge this gap. To move forward we must initiate activity at the local school and community, state, national and higher education levels.

Local School and Community Level

1. Boards of Education are encouraged to formulate policies relative to the hiring of women administrators.

2. Local professional groups of women in education should be supported and their ideas shared throughout the community.

3. Local educators can support women aspiring to administration in the same way men have been supported in the past.

4. Administrators who formulate hiring practices can establish competency criteria that give equal opportunity to both

men and women to fill administrative posts.

State Level

1. State Departments of Education can establish statewide policies and guidelines that set forth hiring practices to be employed in school systems throughout each state.

2. Statewide committees can serve to disseminate these policies to educators in each state.

National Level

1. Educators are encouraged to implement fair hiring practice procedures that are set forth in Title IX.

2. National professional groups are also encouraged to foster the concept of equal opportunity for women in administration.

Higher Education

1. Schools or Departments of Education can encourage and support research related to women in administration.

2. Placement offices can facilitate the recruitment and placement of qualified women in administrative posts.

3. Chairpersons or Directors should actively seek qualified women candidates for their degree programs.

4. Schools of Education can serve as clearinghouses for

material related to women in school administration.

These ideas set forth in 1976 against the backdrop of the past 200 years are giving us a preview of what we must do. Hopefully, our vision and foresight will guide us toward utilizing the talents of women in educational administration and in so doing add a new, dynamic and creative force to education.

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Appendix A

TABLE 3-A[1]—ESTIMATED NUMBER AND PERCENT DISTRIBUTION OF FULL-TIME PUBLIC-SCHOOL PROFESSIONAL EMPLOYEES, 1970-71, BY SEX
(Instructional Staff and Central Office)

Position	Number of persons			Percent distribution		
	Total	Men	Women	Total	Men	Women
1	2	3	4	5	6	7
INSTRUCTIONAL STAFF:						
Teachers	2,034,581	667,751	1,366,830	100.0%	32.8%	67.2%
Principals:						
Elementary	48,453	27,595	7,848	100.0	80.6	19.4
Elementary-teaching principals	7,261	5,068	2,193	100.0	69.8	30.2
Junior high	8,782	8,472	310	100.0	96.5	35.3
Senior high	13,763	13,349	414	100.0	97.0	3.0
Total principals	78,259	59,494	10,765	100.0	84.7	15.3
Assistant principals:						
Elementary	5,119	3,388	1,731	100.0	66.2	33.8
Junior high	8,777	8,022	755	100.0	88.9	11.1
Senior high	11,403	10,383	1,020	100.0	91.1	8.9
Total assistant principals	23,299	19,793	3,506	100.0	85.0	15.0
Other instructional staff:						
Heads of departments	12,478	8,539	3,939	100.0	69.2	30.8
School librarians	30,757	2,658	28,099	100.0	8.6	91.4
Counselors	38,348	20,897	18,451	100.0	53.1	45.9
Social workers and/or visiting teachers	8,002	1,051	6,951	100.0	17.5	82.5
Psychologists and psychometrists	3,980	1,827	2,153	100.0	45.9	54.1
School nurses	15,638	126	15,513	100.0	0.8	99.2
Other or not stated	583	226	328	100.0	41.7	58.3
Total other instructional staff	18,787	35,433	73,334	100.0	32.6	67.4
Total instructional staff	2,236,906	782,471	1,454,435	100.0	35.0	65.0
CENTRAL-OFFICE ADMINISTRATORS:						
Superintendents	14,379	14,289	90	100.0	99.4	0.6
Deputy and associate superintendents	731	676	55	100.0	92.5	7.5
Assistant superintendents	4,402	4,276	126	100.0	97.1	2.9
Administrative assistants to the superintendent	2,345	1,989	356	100.0	84.8	15.2
Administrators for:						
General administration[2]	18,414	9,550	8,816	100.0	51.8	48.2
Finance and school plant[3]	6,580	6,390	590	100.0	91.5	8.5
Pupil personnel services[4]	7,510	4,636	2,874	100.0	61.7	38.3
Instructional administration[5]	10,881	5,848	5,035	100.0	53.7	46.3
Special subject areas[6]	7,664	4,891	2,773	100.0	63.8	36.2
Total central-office administrators	88,308	48,291	18,315	100.0	74.1	25.9
TOTAL FULL-TIME PROFESSIONAL EMPLOYEES	2,302,212	830,862	1,471,350	100.0%	36.1%	63.9%

a. Comprises staff personnel, research, food services, health services, pupil transportation, community relations, publications and/or information, and federal and/or state grants and aids.
b. Comprises general business, purchasing, accounting and auditing, data processing, buildings—operation and maintenance, and buildings—planning and construction.
c. Comprises general personnel, attendance, guidance and testing, psychological and psychiatric services, and programs for the disadvantaged.
d. Comprises general, elementary education, secondary education, adult education, special education, library services, instructional materials, and audiovisual education.
e. Comprises art, home economics, industrial arts, music, physical and health education, vocational education, mathematics and/or science, English and/or reading, foreign languages, social sciences, and other.

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Appendix B

Educational Research Service
April 1972

WOMEN SUPERINTENDENTS OF SCHOOLS

This information on the number of women superintendents of schools was compiled from a questionnaire sent to each of the 50 state departments of education in February, 1972.

LOCAL OPERATING SCHOOL DISTRICTS (86)*

State	Name and Location of District	Enrollment	How Selected?
Alabama	Lowndes County, Hayneville	4,174	Elected
Alaska	Hydaburg City, Hydaburg (called principal)	55	Appointed
Arizona	No women superintendents		
Arkansas	No women superintendents		
California	Indian Wells Valley Elementary, Ridgecrest	1,794	Appointed
	Hope Elementary, Santa Barbara	1,075	Appointed
	Winton Elementary, Winton	1,080	Appointed
	Alisal Elementary, Salinas	2,014	Appointed
	Chualar Elementary, Chualar	286	Appointed
	Mission Elementary, Soledad	76	Appointed
	Bayshore Elementary, Daly City	490	Appointed
Colorado	No women superintendents		
Connecticut	No women superintendents		
Florida	Desoto County, Arcadia	2,697	Elected

Appendix B

Georgia	Brantley County, Nahunta	1,600	Elected
	Clinch County, Homerville	1,650	Elected
	Taliaferro County, Crawfordville	600	Elected
	Telfair County, McRae	3,100	Elected
Hawaii	No women superintendents		
Idaho	No women superintendents		
Illinois	44 (not specified)		Appointed
Indiana	No women superintendents		
Iowa	No women superintendents		
Kansas	No women superintendents		
Kentucky	Catlettsburg, Catlettsburg	758	Appointed
	Clay County, Manchester	5,451	Appointed
	Elliott County, Sandy Hook	1,410	Appointed
	Green County, Greensburg	2,173	Appointed
	Raceland, Raceland	932	Appointed
	Anchorage, Anchorage	335	Appointed
	[illegible] County, Frenchburg	990	Appointed
Louisiana	No women superintendents		
Maine	No women superintendents		
Maryland	No women superintendents		
Massachusetts	Holyoke, Holyoke	8,882	Appointed
Michigan	No women superintendents		
Minnesota	No women superintendents		
Mississippi	Amite County, Liberty	2,811	Elected
	Benton County, Ashland	1,920	Elected
Missouri	Hume, Hume	174	Appointed
Montana	No women superintendents		
Nebraska	Petersburg, Petersburg	122	Appointed
Nevada	No women superintendents		
New Hampshire	Conway Supervisory Union, North Conway	2,108	Appointed
	Nashua Supervisory Union, Nashua	10,643	Appointed
New Jersey	Hasbrouck Heights, Hasbrouck Hghts.	2,080	Appointed
New Mexico	No women superintendents		

New York	No women superintendents		
North Carolina	No women superintendents		
North Dakota	Buchanan, Buchanan	131	Appointed
	Deering, Deering	68	Appointed
Ohio	No women superintendents		
Oklahoma	No women superintendents		
Oregon	Marcola, Marcola	313	Appointed
Pennsylvania	East Stroudsburg Area, East Stroudsburg	2,800	Appointed
Rhode Island	Little Compton, Little Compton	448	Appointed
South Carolina	No women superintendents		
South Dakota	No women superintendents		
Tennessee	Knox County, Knoxville	23,850	Elected
	Richard City Elementary, Richard City	150	Appointed
	Lewis County, Hohenwald	1,500	Appointed
Texas	Castleberry District, Fort Worth	3,846	Appointed
Utah	No women superintendents		
Vermont	Southwest Vermont Supervisory Union, Bennington	5,456	Appointed
Virginia	No women superintendents		
Washington	Southside District, Shelton (called principal)	204	Appointed
	Griffin District, Olympia (called principal)	320	Appointed
West Virginia	No women superintendents		
Wisconsin	No women superintendents		
Wyoming	Platte County No. 4, Chugwater	94	Appointed

*About 0.4 percent of the 17,000 operating local school districts.

ADDENDUM TO APPENDIX B

Illinois	Grade	County	No. of Pupils
Albers School District 63 (Dr. Wilfreda Kern)	K-8	Clinton	217

Atwood Heights District 125 (Marie Sink)	K-8	Cook	1,302
Aviston School District 21 (Sr. Brigit Marie Hachett)	K-8	Clinton	332
Bartelso School District 57 (Sr. Mary C. Wolff)	K-8	Clinton	235
Carolstream C.C. School District 93 (Ms. Elsie Johnson)	K-8u	duPage	1,316
Central Stickney School District 110 (Ms. Estelle G. Blazek)	K-8	Cook	467
Cobden School District 17 (Dorris Garner)	K-12	Union	676
Columbia School District 49 (Bernice Jackson)	K-8	Tazewell	76
Community Unit School District 3 (Derry Behm) ?	K-12	Vermilion	1,484
Community Consolidated School District 212 (Marie Feik)	K-8	Perry	120
Dalzell School District 98 (Ms. Mary Vallero)	K-8	Bureau	101
Farina LaGrove C.U. School District 206 (Jimmie D. Page) ?	K-12	Fayette	493
Farrington C.C. School District 99 (Parthena Pierce)	1-8	Jefferson	105
Flossmoor School District 161 (Mardell Parker)	K-8u	Cook	3,601
Goodfarm Community Consolidated School District 35c (Ms. Antoniette Tweedt)	K-8	Grundy	102
Gridley C.U. School District 10 (Donnie Sherrill)	K-12	McLean	450
Heyworth C.U. School District 4 (Beryl LeCount)	K-12	McLean	876
Hustonville C.U. School District 1 (Merle Holsen)	K-12	Crawford	504
Jonesboro C.C. School District 43 (Odell Moseley)	K-8	Union	453

Kinsman Community Consolidated District 7c (Ms. Beulah F. Wallin)	K-8	Grundy	93
Lemont C.C. School District 113 (Laurin Ray Blaiser) ?	K-8	Cook	1,071
Livingston C.C. School District 4 (Marion A. Verton)	K-12	Madison	426
Marengo Consolidated School District 140 (Leslie Helleman)	K,4-8,u	McHenry	672
McAuley School District 27 (Ms. Fay Stone)	K-6u	duPage	20
McClellan C.C. School District 12 (Clara Stewart)	1-8	Jefferson	76
New Columbia Consolidated School District 44 (Millege W. Bremer)	K-8	Massac	75
Odell Community Consolidated School District 435 (Ms. Wanda Coyne)	K-8	Livingston	265
Otter Creek School District 56 (Ms. Evelyn Hyatt)	K-8	LaSalle	81
Oswego Community Consolidated School District 434 (Ella E. Schulz)	1-6	Livingston	19
Palestine C.U. School District 3 (Jean H. Manuell)	K-12	Crawford	627
Pickneyville C.C. School District 204 (Ms. Mary I. Roethe)	K-8	Perry	174
Pleasant Valley School District 62 (Mabel J. Clauss)	K-8	Peoria	512
Rooks Creek C.C. School District 425 (Gladys Carls)	K-8	Livingston	82
Sims C.C. School District 5 (Catherine Warren)	K-8	Wayne	81
Spring Lake C.C. School District 606 (Margaret Rankin)	K-8	Tazewell	84
Sunbury C.C. School District 431 (Ms. Madeline Higgins)	K-8	Lvingston	74
Thompsonville School District 62 (Oma Lee Hobbs)	K-8	Franklin	195

Thornton School District 154 (Pearl H. Ross)	K-8	Cook	831
Tovey School District 183 (June Callaway)	K-8	Christian	136
Union School District 81 (Joan M. Geissler)	K-8	Will	548
Unionville School District 41 (Beatl Darnell)	K-8	Massac	62
Verona Community Consolidated School District 10c (Allene Wright)	K-8	Grundy	110
Wallace C.C. School District 195 (Ms. Maxine Fennessey)	K-8	LaSalle	219
Worth School District 127 (Ms. Rosemary Lucas)	K-8	Cook	2,082

SUPERINTENDENTS EDUCATIONAL SERVICE REGIONS

Alexander County School District 2 (Grace Duff)	Population 12,015

* Illinois, Office of the Superintendent of Public Instruction, Publications and Library Resources Section, *Directory of Illinois Schools, 1972-1973.*

Appendix C

Percentage of Women in Selected Educational Positions, N.Y.S.

1970-71 --- 1971-72

Professional Field	Percentage 1970-71	Percentage 1971-72	Percentage Change
Superintendent	0.4	2.6	+2.2
Deputy Superint.*	11.9	7.1	-4.8
District Princip.	1.8	1.8	0.
Business Official	10.3	4.3	-6.
Administ. Assist.	20.8	12.7	-8.1
Elem. Schl. Princ.	21.1	20.1	-1.
Middle Schl. Princ.	4.6	7.5	2.9
Jr. High Schl. Princ.	8.0	7.8	-0.2
Sr. High Schl. Princ.	2.6	1.7	-0.9
Elem. Schl. Teacher	82.7	82.6	-0.1
Jr. & Sr. H. Schl. Teach.	58.3	47.1	-11.2

Source: Public School Professional Personnel Report 1970-1971 and 1971-1972, The State Educational Department, Albany, New York.

* This category includes Assistant Superintendents.

Appendix D

— Estimated Number and Percent Distribution of Full-Time Public-School Professional Employees, 1972-73.

Sex

Position	Number of persons			Percentage distribution		
	Total	Men	Women	Total	Men	Wo
1	2	3	4	5	6	7
INSTRUCTIONAL STAFF						
Teachers	2,110,368	709,084	1,401,284	100.0	33.6	66.4
Principals						
Elementary (including teaching principals)	48,196	38,750	9,446	100.0	80.4	19.6
Junior high	9,374	9,10[illegible]	272	100.0	97.1	2.9
Senior high	15,827	15,605	222	100.0	98.6	1.4
Total principals	73,397	63,457	9,940	100.0	86.5	13.5
Assistant principals						
Elementary	6,483	4,486	1,997	100.0	69.2	30.8
Junior high	7,817	7,223	594	100.0	92.4	7.6
Senior high	13,289	12,439	850	100.0	93.6	6.4
Total assistant principals	27,589	24,148	3,441	100.0	87.5	12.5
Other instructional staff						
School librarians	40,540	3,324	37,216	100.0	8.2	91.8
Counselors	49,770	26,378	23,392	100.0	53.0	47.0
School nurses	17,574	239	16,835	100.0	1.4	98.6
Other[a]	33,691	16,812	16,879	100.0	49.9	50.1
Total other instructional staff	141,075	46,753	94,322	100.0	33.1	66.9
Total instructional staff	2,352,429	843,442	1,508,987	100.0	35.9	64.1
Central-Office Administrators						
Superintendents	13,037	12,972	65	100.0	99.9	0.1
Deputy and associate superintendents	853	800	53	100.0	93.8	6.2
Assistant superintendents	5,337	5,054	283	100.0	94.7	5.3
Other central-office administrators[b]	48,488	31,614	16,874	100.0	65.0	35.0
Total central-office administrators	67,715	50,440	17,275	100.0	74.4	25.6
Total Full-Time Professional Employees	2,420,144	893,882	1,526,262	100.0	37.2	62.8

[a] Includes heads of departments, social workers, visiting teachers, psychologists, and psychometrists.

[b] Includes central-office administrators for General Administration, Finance and School Plant, Pupil Personnel Services, Instruction - Administration, and Special Subject areas.

Appendix E

Percentage of Women Among All Teachers in Selected Years

	Elementary	Secondary	Elementary & Secondary
1957-58	87.2	49.6	73.2
1960-61	85.8	47.2	70.7
1963-64	85.5	46.1	68.9
1966-67	85.4	64.0	68.3
1970-71	84.7	45.9	67.2
1971-72	84.5	45.8	66.9

Source: Estimates of School Statistics, 1971-1972, National Education Association, Research Report, 1971-73.